

Sustainable business model

During the 12 months of 2010, Givaudan further increased its commitment to operating a sustainable business model. With the publication of our first Sustainability Report, we introduced our framework and our long-term vision. This challenging vision was developed together with our partner, the Natural Step, and is based on five pillars.

These five pillars span our product life cycle, from the sourcing of raw materials to the end-of-life of our customers' products.

Since March, we have made continuous progress within this holistic framework of our Company-wide Sustainability programme. As the leading Company in our industry, we have an important role to play in preserving resources we need, coupled with a commercial and ethical responsibility, to drive sustainable development in our industry.

Our next Sustainability Report, to be published in March 2011, will report in detail on the progress made in 2010. This section of the Annual Report will continue to provide easy access and information on other areas such as Compliance, Risk Management and Regulatory. It is our aim to combine this section with the Sustainability Report in the coming years and to provide one, comprehensive document.

Compliance

As the leader in its industry, Givaudan is both expected and committed to adhere to high ethical standards in business conduct and to comply with all applicable laws and regulations in its relations with customers, suppliers, shareholders, employees, competitors, government agencies and the communities in which it works. These principles are enshrined in Givaudan's Principles of Business Conduct and are complemented by a system of internal policies, procedures and guidelines and overseen by a multilayered compliance organisation.

Given the nature of Givaudan's industry, compliance has many different facets, comprising general compliance as well as specialised fields of compliance, including product safety compliance and environment, health and safety. Compliance control in the special fields is assured by specialised corporate functions, including the regulatory product safety team (Regulatory) and the environment, health and safety team (EHS). The general compliance team assures compliance with the Principles of Business Conduct and coordinates with the different specialised compliance functions to ensure a harmonised compliance system.

Acknowledging the increase in Givaudan's size after the successful acquisition and integration of Quest International and the increased complexity of compliance due to ever-increasing regulations and stakeholder demands, Givaudan has in further strengthened its general compliance organisation by splitting the Compliance and Legal functions and creating a new function of Corporate Compliance Officer at the head of the general compliance organisation. The Corporate Compliance Officer was appointed on 1 September 2010. The Corporate Compliance Officer works with the existing local compliance officers and the Regulatory and EHS teams to further enhance Givaudan's compliance function.

Following the creation of the new function, the compliance team has focused on recent changes in general compliance requirements due to new legislation (including the UK Bribery Act 2010), increased demands for compliance reporting in the area of sustainability and

changed requirements through the increased use of social media. As part of this, Givaudan reviewed its general compliance training programme with a view to launching a new e-training programme in 2011.

The Principles of Business Conduct can be found on Givaudan's internet site: www.givaudan.com – [our company] – [corporate governance] – [rules and policies]

Shareholders

Since its spin-off in 2000 and until the end of 2010, Givaudan has created approximately CHF 6 billion in value for its shareholders in the form of dividend payments and share price appreciation.

Givaudan adheres to good corporate governance, following best practices coherent with those of major industrial countries. In particular, all information published in our Annual Report complies with both the Swiss Code of Corporate Governance and the SIX Corporate Governance Guidelines. For more information please refer to the separate section on Corporate Governance.

Informing Givaudan's different stakeholders in a timely and responsible way is of key importance to ensure transparency and equal treatment. Through frequent press releases, teleconferences and publications on www.givaudan.com, the Company disseminates material information about its performance and activities widely and simultaneously, following the Art. 72 of the revised Listing Rules (Ad Hoc Publicity) of the SIX Swiss Exchange directives.



Brazil Investor Event

The Latin American markets represent 12% of Givaudan's sales and activities in the region show strong growth. In November, over 20 sell-side analysts and fund managers attended a dedicated event hosted by Givaudan Brazil's Management Team and the Executive Committee. Taking place at the newly opened Fragrance Creative Centre in São Paulo, the participants learned about the promising outlook of the Latin American markets.

The event included in-depth presentations on the vibrant regional fragrance and flavour businesses and a visit to one of our fastest-growing fine fragrance customers.

The principles of Givaudan's disclosure and information policy can be found on: www.givaudan.com. – [our company] – [corporate governance] – [rules and policies]

At the close of 2010, Givaudan had 16,188 shareholders listed in the share register, owning 51.4% of the share capital. The top 20 shareholders, including nominees and funds, represent around 69% of the share capital. With little changes compared to last year, approximately 40% of the shareholders are based in North America.

In 2010, Givaudan's management team conducted 31 road shows, maintaining the high level of activity seen in 2009. Givaudan added Brazil to its roadshow destinations in 2010 and will in the future expand its activities into developing countries. In 2010 the Company met existing and potential shareholders in 38 financial centres. Thirty Group presentations and conferences with a total of more than 1,000 participants were given. Close to 400 individual meetings with fund managers globally contributed to improved awareness about Givaudan. In order to inform the financial community directly, Givaudan organised two conference calls to provide more details about the full and half year results. Together, they attracted 150 participants. Furthermore, 17 visits to Givaudan sites globally with a total of 152 participants, mainly fund managers, were organised to provide an in-depth view of Givaudan's activities. This year's site visit programme included a two-day investor event in Brazil. Over 20 sell-side analysts and fund managers participated in this event to learn about the promising future of the Latin American markets.

For the fifth time, Givaudan organised a year-end presentation in its fine fragrance creation studios in New York to satisfy the increasing demand to visit these important and fascinating facilities and to meet with our talents. Two similar visits were held in Paris, combined with the presentation of Roman Kaiser's new book, 'Scent of the Vanishing Flora'.

The complete agenda of forthcoming events for shareholders is published on www.givaudan.com – [investors] – [investor calendar]

Customers

In 2010, the top ten customers accounted for around 55% of fragrance sales and about 30% of flavour sales. Our customers are among the most successful consumer and luxury goods manufacturers. Being a reliable business partner lies at the heart of our success, as well as adhering to high professional standards.

Through close partnership with our customers in the creation process we engage the senses of consumers around the world. Being a key partner and adviser to our customers is a key factor for sustaining Givaudan long-term. We are committed to creating and manufacturing tastes and smells which will in turn enable our customers to be successful in their respective markets. As a result, a high innovation rate and an in-depth consumer understanding are vital for the sustainability of our strong relationships.

Dedicated teams, including a strong network of colleagues working across functional categories, as well as perfumers and flavourists, serve our customers across the world. These are decisive contributors in delivering the unmatched innovation needed to remain at the cutting-edge of today's market. This can only be achieved by knowing our clients and their markets while constantly challenging ourselves to exceed customer expectations.